

HEADQUARTERS
CIVIL AIR PATROL NEW HAMPSHIRE WING
United States Air Force Auxiliary
51 Airport Road
Concord, NH 03301-5322

21 January 2016

Crisis Communications Plan

Applicability:

This annual plan, IAW CAPR 190-1, applies to the New Hampshire Wing Headquarters. It is the responsibility of the Wing Staff and the Commander to be familiar with this plan and use it as a guide for Wing Public Affairs Staff in developing Wing Plans and in the approval of subordinate unit plans.

This plan does not override normal command functions and decisions of incident command staff; however its contents should be part of their training.

This plan supports the CAP Public Affairs Crisis Policy as published on the National CAP Website. (Link: http://www.cap.gov/visitors/members/public_affairs/public_affairs_crisis_policy/)

The purpose of this plan is to:

- Ensure the flow of accurate and timely information to wing leadership, staff, the media and the public during a crisis.
- Provide the media with a reasonable level of access per CAP regulations and policy.
- Make it possible for Public Affairs Staff to develop unified messages in a crisis.
- Minimize unnecessary damage to the integrity and reputation of the region & CAP.
- Counteract inaccurate criticism by providing accurate and honest information.

A crisis situation is defined as any situation deemed by wing staff as having a major impact on the wing, CAP as an organization and the public. Examples of a crisis situation may include incidents at CAP activities involving serious injury and or loss of life, terrorism, a member death, natural disasters, major crimes or major disruptions of operations. Crisis situations may include police investigations or other situations that require a public response.

This plan is not intended to change the way emergencies are initially reported. All applicable CAP regulations will be followed in these initial and subsequent reports.

It is the goal of this crisis communications plan to establish guidelines for dealing with a variety of situations, and to ensure that leaders and communicators are familiar with those procedures and their roles in the event of a crisis. The plan is designed to be used in conjunction with the normal decision-making hierarchy of the wing and does not supplant that decision-making process.

Each crisis or emergency will require a unique public information response. The extent of the response will depend on the nature of the crisis.

Assumptions:

It is almost always the WRONG decision to withhold comment during a crisis situation. Doing this allows other entities to portray Civil Air Patrol in ways that may be inaccurate and unflattering. Rather, carefully crafted comments provided early in the crisis and updated regularly, best position CAP as professional and responsible, whatever the specific crisis situation may be.

Often the only information the public receives about an emergency is through the media; therefore, media relations is an essential component of any crisis plan. Timing is critical and a response must be issued as soon as possible with follow-up bulletins, as required.

With the advent of Internet technology, rumors can spread quickly via email, blogs and online forums. Therefore, it is critical that responses be issued as quickly as possible via various channels of online communication, both formal (such as the wing website and listservs) and informally.

A crisis situation could be big news and is likely to result in more public exposure for the wing than dozens of "good news" stories.

Crisis Communications Team:

A Crisis Communications Team (CCT) is established that consists of key personnel. Membership of the CCT may vary slightly, depending on the details of the crisis, but will typically consist of the following members:

- Wing Commander
- Wing Vice Commanders
- Wing Chief of Staff
- ES Director
- E/S Training Officer
- Public Affairs Director (Wing PAO)
- Legal Officer
- Wing CISM Officer
- Director of Aircraft Operations
- Other staff with experience in working a crisis, or with positions relevant to the details of the crisis
- Expert sources as needed

It is the Wing Commander's expectation that crisis situations be resolved and worked at the local and Wing Levels. The Wing's CCT and its members are available as consultants to units as needed and appropriate.

When the scope of the crisis/incident reaches beyond the borders or capabilities of a unit or wing, the Region CCT will assume control of the situation as directed by the Region Commander.

National Headquarters will be immediately made aware of the Region CCT's activation thru normal channels and or the National Operations Center.

A roster of the wing's CCT can be found as Appendix A to this plan.

The CCT exists to advise the commander and craft the message during a crisis. The Commander makes final decisions after advice from the CCT.

The CCT List should be updated twice a year on the 1st of January and 30th of June.

Crisis Center: It is expected that crisis teams will work virtually through e-mail, phones and conference calls. If the need exists to set up a crisis center, commanders are expected to use their best judgment as to location, size and scope of activities. The Wing PAO will be consulted prior to setting up a crisis center. The most available crisis center would be NH Wing Headquarters as it is well situated at 51 Airport Dr., Concord, NH and has the necessary upgraded systems to aid the mission teams. The media could also be accommodated at this location.

Crisis Materials: The Wing PAO and CISM Officer are assigned the task of maintaining materials to assist in the management of a crisis. As a minimum the Wing CISM and PA Staff will maintain the following materials (may be electronic):

- Hard copies of this Plan and the plans of the Unit teams (PA & CISM)
- Roster of the team (PA & CISM)
- Contact information for all Wing Commanders, relevant region/wing staff members, CAP National HQ and CAP-USAF (CISM)
- Computer (wing or personal) with printer to disseminate press releases without aid of the Internet
- Flash Drive with all addendums
- Media List hard copies and electronic (from most current online sources) (PA)
- CAP Fact sheets to include locally produced fact sheets on each wing (PA)
- Positive statistics about CAP (Most of this data can be obtained from, CAP Watch or E-services, and national headquarters. Method of collection and assembly will be up to the Wing PA Staff)
- Maps of local, state and national information—available at wing
- Hand held digital recorder
- Hand held GPS—most wing vehicles are equipped with them
- CAP Radio—all wing vehicles are equipped with same

Spokesperson: The Commander and PAO are the spokespeople for the organization and will be expected to work with local media. Other CAP members will give information about the crisis to the media only when authorized by the commander or PAO. Otherwise, members should respectfully refer media representatives to the crisis center or designated spokesperson. When the crisis primarily affects a subordinate unit, the Wing Commander and PAO are available to assist units and can serve as a local spokesperson as needed.

Electronic Resources: Email and internet resources can be important to the way CAP tells its stories during crises. External information provided to the media should be placed on the wing website (and appropriate subordinate unit websites) concurrently with their release to the media. The PAO will provide internal information to members about the crisis using email and other channels as appropriate to communicate with CAP members and the public. These electronic communications will be approved by the commander before being disseminated.

Multiple Crisis Communication Teams:

Should a crisis have high severity or affect a large geographic area, Crisis Communications Teams may be activated at multiple levels of the organization. The PAO at each level should coordinate promptly with higher headquarters when a CCT has been activated. When a determination is made as to which level of the organization is the PRIMARY source for media information, other CCTs should provide support and be prepared to reinforce the same messages, if contacted by the media.

Phases of Response

Immediate: The Region Commander and the Region PAO (in consultation with the local Wing Commander/PAO) will determine if an official statement should be prepared and released. If warranted, they and the CCT will develop answers to specific questions that may be asked by the media and the media statement (release).

In some cases, it may be appropriate for CAP to make an initial announcement of an accident or incident. In others, it may be better to wait and "see if the media notices." **Regardless, if representatives of the media inquire, CAP should make a prompt response and never answer "no comment."**

As part of this phase, talking points should be developed. These are short simple messages that tell our story, emphasizing positive points. They should be agreed to by the crisis team and delivered to all members authorized to speak to the media.

In a major crisis, the media may contact CAP staff at the local, wing and region levels. It is typically MORE effective for CAP if several authorized spokespeople talk with the media using the same talking points, as opposed to a single member being the ONLY

person to grant interviews. As a result, in a major crisis generating broad media attention, there should be authorized spokespeople at the local, wing and region levels.

Commanders and their PAO's should not be afraid to work with local media in a crisis situation. Many times the local media covering the crisis will be the same media that will cover your unit in good times. CAP is not afraid to tell the truth. Tell it in a way that best reflects on CAP and move on. You will build a better long term relationship if you are candid in bad or rough times.

The PAO will obtain basic information (type of crisis/emergency; time of emergency; actions taken; areas and number of people involved; injuries or fatalities; extent of damage) and prepare an official news release. The PAO will brief staff and other area commanders who may have to answer questions from local media.

Key PAO Tasks

- The PA staff will verify all sources of information.
- The PAO will clear news releases with the Commander as quickly as possible before releasing to the media.
- The PAO will log and document all media inquiries.

Ongoing Period: In an ongoing crisis, the PAO (with the help of the CCT) as appropriate will:

- Provide, via the news media and on the web, the public and constituents with basic information about the crisis.
- Provide, via electronic mail or other means such as radio, the membership with basic information about the crisis. Insure that copies of all updates are concurrently sent to higher HQ.
- Keep the public, media and constituents informed of the situation and provide advice on what they should or should not do to prevent further damage or loss of life, panic or interference with emergency response efforts. Information will be provided via the wing website and via news releases to the area media.
- Log all media inquiries and responses.
- Instruct the public on how to obtain further advice or information.

Recovery Period: The PAO will issue media updates for as long as necessary, then scale back activities as warranted. Such updates will be posted online. Upon termination of the crisis situation, the PAO will schedule a meeting of all key players to review all actions taken and lessons learned. These will be included in an after-action report to be forwarded to the Commander and other appropriate leaders and/or departments and to higher headquarters Public Affairs.

Updates: This plan will be reviewed and updated every year in the month of January.

The CCT should interact periodically to discuss the plan and any updates. The

Commander will convene these meetings. Results of the meetings and revisions of the plan are to be documented and filed with the plan. Copies of this plan should be addressed to all members listed in the plan and any other personnel who might play a role in the event of a crisis.

Training: Wing CCT members will be required to view the “Crisis Communication Presentation,” during the month of January. After viewing the presentation the member will acknowledge to the Wing PAO via email that he/she has reviewed the presentation. A compiled register will be filed with the plan and record of plan review/updates.

//////Signed//////

Kevin N. Harbison, Colonel
NH Wing Commander

DISTRIBUTION: 1 Each (Electronic)

NH Wing Commander
NH Wing Vice Commanders
NH Wing Chief of Staff
NH Wing CCT members
Unit PAO's and Commanders
CAP NER/PA
CAP/PA

RECORD OF REVIEW:

Review Date	Commander's Initials
21 January 2016	KNH

Appendix A: New Hampshire Wing Crisis Communications Team

Name	Duty Assignment/Team Role	Contact Information
Col Kevin N. Harbison	Wing Commander	50 Cortland Rd, Milford, NH 03055 Home: (603) 769-4650 Cell: (603) 673-6651 tcmajor99@gmail.com Call Sign: Abenaki 1
Lt Col Dominic Goupil "Nic"	Vice Commander	132 State Rd. Kittery, ME 03904 Home: 207 439-4906 Cell: 207 475-7932 Anav8or@aol.com Call Sign: Abenaki 2
LtCol Charles Freeman "Charlie"	Vice Commander	29 Morse Rd., Lebanon, NH 03766 Cell: 603 306-9696 Home: 603 448-0408 cfreeman@lebanoncap.org
Lt J. Scott Davis	Director of Emergency Services	Laconia, NH 03247-7473 Cell: 603 387-2981 telepatroller@metrocast.net
LtC. Walter Brown	ES Training Officer	58 Beauville Ave. Nashua, NH 03064 Cell: 603 459-9537 Home: 603 880-4179 wabrown722003@comcast.net
Maj. Penny Hardy	Director of Public Affairs	2 Decato Dr., Lee, NH 03861 Home: 603 659-6292 penh55@comcast.net
LTC Paul Kelly	CISM Officer	27 Seebee St., Bedford, NH NH 03110 Cell: 603 391-5542 paultkelly@comcast.net
Maj. Randall Wilbert	Legal Affairs Officer	51 Concord St. Nashua, NH 03060 Home: 603 883-5970 rwilbert@wilbertlawfirm.com
Maj. Preston Lawrance	CDI Officer	28 Willow Terrace Loudon, NH 03307 Cell: 603 860-5619 prestonlaw@juno.com

1/Lt Bruce Detterman	Aircraft Operations Officer	3 Braken Dr. Bedford, NH 03110 Home: (603) 472-3342 Cell: (603) 494-4391 bdetterman@comcast.net
Col. Don Davidson	NH Wing Chief of Staff	4 Henry David Dr. Unit 401 Nashua, NH 03062 Home: 603 888-2539 Cell: 603 345-2539 ealdon@gmail.com

Appendix B:
CAP Leadership/PIO/PAO Talking Points:
Fatalities or serious injuries sustained by CAP members.

Adapt these general talking points as appropriate to the specific accident or incident. In many cases, the primary comments in bold will be all that needs to be said. Add the rest of the information only if asked.

1. Our hearts go out to the families of the members involved, and to all of the CAP members in ____ (where the members are from) ____ who work hard to serve their state and country with a professional level of skill, even though they are volunteers.

2. CAP has an outstanding Flying Safety Record -- about one third of the number of accidents in the general aviation community per 100,000 hours flown.

Additional information, only if asked to elaborate: When you consider that CAP's missions are typically flown only 1,000 feet above the ground, leaving little time to react in an emergency situation, CAP's low accident rate is even more significant. Though CAP flies in a high-risk environment, one of the reasons our accident rate is so low is because we have successfully used ORM or operational risk management - a technique developed by the Air Force safety community and eagerly adopted by CAP.

The National Transportation Safety Board's accident rates per 100,000 hours for general aviation in the last two years as compared to CAP's are as follows:

	NTS	CAP
2010	6.80	1.78
2011	5.90	.98
2012	N/A	4.04
2013	N/A	.98

- The CAP rate of .98/100,000 is six times better than that of general aviation.
- Every one of our pilots takes a flight evaluation at least annually, and they are evaluated on their ability to fly mission profiles biennially. CAP evaluations are equal to FAA requirements.
- We have a safety education program whereby both aircrew and non-aircrew are briefed on safety issues during required monthly safety meetings.
- Also, every CAP wing is given an evaluation on its ability to perform search and rescue/disaster relief missions biennially.

3. CAP aircrews are absolute professionals and highly trained in all aspects of aerial search and rescue [including mountain flying techniques].

Additional information, only if asked to elaborate: Aerial search and rescue is clearly a demanding mission, given the requirement to fly typically only 1,000 feet above the ground. However, our aircrew members fully understand the risks associated with SAR missions and train hard to minimize them, but they consider their duties to be critical. Over the years, CAP has been credited with saving on average about 100 lives annually.

4. Civil Air Patrol maintains its aircraft rigorously to standards that meet or exceed FAA standards. The maintenance is timely, thorough and carried out by FAA-certified mechanics CAP-wide. Bottom line -- CAP maintenance policies are IAW commercial aircraft maintenance requirements.

5. There is no way I could speculate on what may have caused this to happen. I am sure it will be the subject of an official investigation.

Additional information, if asked to elaborate: Do NOT be trapped into discussing possible or hypothetical causes or explanations for what happened. Rather, go back to point #1 -- the investigation WILL happen, and meanwhile, our big concern is for the families and fellow members of the people killed/injured.

Note:

Do not feel that you must rush an answer. If you have to pause 10 seconds after the question is asked to formulate your answer, no problem. Remember that TV stations, in particular, will probably only use 10 or 15 seconds worth of your actual words, anyway.

Appendix C:
CAP Leadership/MIO/PAO Talking Points:
CAP members accused of sexual misconduct

Adapt these general talking points as appropriate to the specific situation.

1. The status of the accused is:
 - No longer a member
 - Suspended
 - Other
2. No complaint has been filed with CAP adult or child or any family member (assuming this is true).
3. The CAP Cadet Protection Program ensures that more than one adult member is always present on activities with our youth members, and in particular our rules prohibit private "one-on-one" interaction between individual youth and adult members.

Notes:

In a media interview, always find ways to come back to these points.

If the reporter asks you about your feelings or emotions, dodge the question. "My feelings and emotions are that I am glad that CAP has procedures in place to prevent inappropriate contact from taking place."

Avoid repeating back the words the reporter uses in asking the question. For example a reporter might ask "would you say that CAP was lucky that there were no problems with this person?" If you repeat "was lucky" either to say CAP WAS lucky, or to say, "No, I wouldn't say CAP was lucky," you are allowing the reporter to put words in your mouth that may then be quoted.

Avoid answering hypothetical questions.

Do not feel that you must rush an answer. If you have to pause 10 seconds after the question is asked to formulate your answer, no problem. Remember that they will probably only use 10 or 15 seconds worth of your actual words, anyway.

Appendix D
Media Contact List

NH Print Media Contact List

Media Outlet	Address	City	Zip	Phone	Fax	Website	Email
Amherst Citizen	PO Box 291	Amherst	03031-0291	603-672-9444	603-672-8153	http://www.amherstcitizen.com/	news@amherstcitizen.com
Neighborhood News Inc.	1662 Elm St #100	Bedford	03101-1243	603-314-0447	603-314-0932	http://www.yourneighborhoodnews.com/	editor@yourneighborhoodnews.com
Berlin Daily Sun	164 Main St	Berlin	3570	603-752-5858	866-475-4429	http://www.berlindailysun.com	bds@berlindailysun.com
Eagle-Times	401 River Rd.	Claremont	03743-5652	603-543-3100	603-542-9705	http://www.eagletimes.com/	news@eagletimes.com
Colebrook Chronicle	PO Box 263	Colebrook	03576-0263	603-246-8998	603-246-9918	http://www.colebrookchronicle.com/	online@cocta.net
The News & Sentinel	PO Box 39	Colebrook	03576-0039	603-237-5501	603-237-5060	http://www.colebrooknewsandsentinel.com/	KarenH.Ladd@newsandsentinel.net
Concord Monitor	PO Box 1177	Concord	03302-1177	603-224-5301	603-224-8120	http://www.cmonitor.com/	news@concordmonitor.com
Carroll County Independent	PO Box 530	Conway	03818-0530	603-447-6336	603-447-5474	http://www.carrollcountyindependent.com/	ccin@salmonpress.com
The Mountain Ear	PO Box 530	Conway	03818-0530	603-447-6336	603-447-5474	http://www.mountainear.com/	
Derry News	PO Box 307	Derry	03038-0307	603-437-7000	603-432-4510	http://www.derrynews.com/	editor@denrynews.com
Foster's Daily Democrat	150 Venture Dr	Dover	3820	603-742-4455	603-749-7079	http://www.fosters.com/	mprowland@fosters.com
York Times	150 Venture	Dover	3820	603-742-4455	603-749-7079	http://www.fosters.com/	jathan@fosters.com
The Atlantic News	PO Box 592	Hampton	03843-0592	603-926-4557	603-926-4531	http://www.atlanticnews.com/	
The Beach News	PO Box 592	Hampton	03843-0592	603-926-4557	603-926-4531	http://www.atlanticnews.com/	
The Messenger	PO Box 1190	Hillsboro	03244-1190	603-464-3388	603-464-4106		granitequill@mtelcom.com
NH Weekly Contender	PO Box 1768	Hillsborough	03244-1768	603-464-4830	603-464-4810	http://www.nhcontender.com/	
Hollis Times	PO Box 148	Hollis	03049-0148	603-465-2051	603-465-7722		hollistimes@tds.net
The Telegraph	17 Executive Dr	Hudson	3051	603-882-2741	603-882-2681	http://www.nashuatelegraph.com/	news@telegraph-nh.com
Area News Group	17 Executive Dr	Hudson	3051	603-880-1516	603-879-9707	http://www.area-news-group.com/	jen@area-news-group.com
Keene Sentinel	PO Box 546	Keene	03431-0546	603-352-1234	603-352-9700	http://www.sentinel-source.com/	news@keenesentinel.com
Keene Sentinel Weeklies	PO Box 546	Keene	03431-0546	603-352-1234	603-352-0437	http://www.sentinel-source.com/	news@keenesentinel.com
Carriage Towne News	PO Box 100	Kingston	03848-0100	603-642-4499	603-642-7750	http://www.carriagetownenews.com/	info@carriagetownenews.com
Laconia Daily Sun	65 Water St.	Laconia	3246	603-527-9299	603-527-0056	http://www.laconiadailysun.com/	news@laconiadailysun.com
The Citizen	171 Fair St	Laconia	03246-3323	603-524-3800	603-527-3593	http://www.citizen.com/	news@citizen.com
Weirs Times	PO Box 5458	Laconia	03247-5458	603-366-8463	603-366-7301	http://www.weir.com/	jnw@weir.com
Berlin Reporter	79 Main St	Lancaster	3584	603-752-1200	603-752-2339	http://www.breporier.com/	berlinreporter@salmonpress.com
Coos County Democrat	PO Box 29	Lancaster	03584-0029	603-788-4839	603-788-3022	http://newhampshirelakesandmountains.com	democrat@salmonpress.com
Connecticut Valley Spectator	103 Hanover St Plz Box 5	Lebanon	3766	603-448-1130	603-448-3790	http://www.cvspectator.com/	news@cvspectator.com
Ammonoosuc Times	PO Box 518	Littleton	03561-0518	603-444-7283	603-444-0028	http://www.whitemountainregion.com/ammtimes.php	editor@ammtimes.com
The Courier	PO Box 230	Littleton	03561-0230	603-444-3927	603-444-3920	http://www.courier-littletonnh.com/	couriertimes@salmonpress.com
Londonderry Times	2 Litchfield Rd	Londonderry	03053-2625	603-537-2760	603-537-2765	http://www.nutpub.net/	classifieds@nutpub.net
Nutfield News	2 Litchfield Rd	Londonderry	03053-2625	603-537-2760	603-537-2765	http://www.nutpub.net/	dpaul@nutpub.net
Union-Leader	PO Box 9555	Manchester	03108-9555	603-668-4321	603-668-0382	http://www.theunionleader.com/	writews@theunionleader.com
Hippopress	49 Hollis St	Manchester	03101-1235	603-625-1855	603-625-2422	http://www.hippopress.com	advertising@hippocpress.com
Salmon Press	PO Box 729	Meredith	03253-0729	603-279-4516	603-279-3331	http://www.salmonpress.com/	mnews@salmonpress.com
Cabinet Press	54 School St	Milford	03055-0180	603-673-3100	603-673-8250	http://www.cabinet.com/	cabnews@cabinet.com
The Broadcaster	159 Kinsley St	Nashua	3060	603-886-6075	603-886-8180	http://www.nhbroadcaster.com/	jcollins@nhbroadcaster.com
Argus Champion	PO Box 2640	New London	03257-2640	603-526-4620	603-526-4650		
Conway Daily Sun	PO Box 1940	North Conway	03860-1940	603-356-3456	603-356-8360	http://www.mountainashintonvalley.com/	DailySun@mountainashintonvalley.com
Intertown Record	PO Box 162	North Sutton	03260-0162	603-927-4028	603-927-4129	http://www.intertownrecord.com/	info@intertownrecord.com
Monadnock Ledger-Transcript	PO Box 36	Peterborough	03458-0036	603-924-7172	603-924-3681	http://www.ledgertranscript.com/	news@ledgertranscript.com
Suncook Valley Sun	PO Box 156	Pittsfield	03263-0156	603-436-6291	603-436-7383	http://www.suncookvalleysun.com/	sunval@ci.com
Plymouth Record Enterprise	PO Box 148	Plymouth	03264-0148	603-536-1311	603-536-8940	http://www.record-enterprise.com/	record@salmonpress.com
Portsmouth Herald	111 New Hampshire Ave	Portsmouth	03801-2864	603-436-1800	603-433-5760	http://www.seacoastonline.com/	news@seacoastonline.com
Portsmouth Times	8 Market Sq	Portsmouth	03801-4011	603-842-8010	603-749-7079	http://www.fosters.com/	portsmouthtimes@fosters.com
Seacoast Newspapers	111 New Hampshire Ave	Portsmouth	03801-2864	603-772-6000	603-772-3830	http://www.seacoastonline.com/	news@seacoastonline.com
Rochester Times	90 N Main St	Rochester	03867-1925	603-332-2300	603-330-3162	http://www.fosters.com/	thelimes@fosters.com
Independent	233 Range Rd	Windham	03087-1846	603-698-7874			
Granite State News	PO Box 250	Wolfeboro Falls	03896-0250	603-569-3126	603-569-4743	http://www.granitestatenews.com/	granite@salmonpress.com

SM Shannon Blain 11/2/2010

NH TV Media Contact List

WBIN 11 A Street Derry, NH 603-845-1000 IND

WENH 268 Mast Rd., Durham, NH 603-868-1100 PBS

WMUR 100 S. Commercial St., Manchester, NH603-641-9005 ABC

NH1 NEWS 4 Church St. Concord, NH 603-230-9000